

Choice Neighborhoods Planning Tool

Topics to Consider When Developing Your Transformation Plan

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Topics to Consider	Questions to Consider
COMMUNITY ENGAGEMENT: Identify diverse organizations/individuals to provide planned leadership and consistent communication resulting in ongoing community support for and involvement in the development of the plan for the targeted site residents and neighborhood.	<ul style="list-style-type: none"> • How will you identify leadership and involve residents and the community in decision-making? • How will you ensure continued engagement with the residents and the community throughout the planning process to include identification of priorities and final transformation plan? • What efforts are in place to prevent or resolve engagement challenges? • What capacity building will you do with residents and community members to ensure meaningful participation?
COMPREHENSIVE ASSESSMENTS: Conduct comprehensive needs assessments of the target residents and the neighborhood to inform the development of the Transformation Plan. Consider all 3 Choice Neighborhoods Goals: Housing, People, and Neighborhood.	<ul style="list-style-type: none"> • Have you identified what indicators to collect; how to collect them; who will provide the information; and when to collect the information? • How will data be collected from the target residents, neighborhood members, business and civic organizations, and other local community members? • Are there opportunities to include residents and community members in the assessment process? • Will your needs assessment catalogue the neighborhood assets (developmental, commercial, recreational, physical, social), challenges and gaps? • How will data from the resident survey and neighborhood needs assessment inform decision-making and plan development?
SHARED VISION: Develop a shared vision for the neighborhood revitalization, including a common understanding of the neighborhood challenges and reflects the community's hopes and aspirations for the neighborhood's future.	<ul style="list-style-type: none"> • How will you build consensus among all of your stakeholders, including residents, community members, potential funders, City officials, etc., when they have differing objectives? • How will you integrate local initiatives and plans into the planning process? • How will the guiding principles for the neighborhood transformation be established?
PARTNERSHIP MANAGEMENT AND STRUCTURE: Identify and obtain commitments from anchor institutions, local government, and community leaders to finalize the transformation plan, work long-term to implement the plan, help ensure continued programmatic success of the plan, and develop an integrated working structure supporting consistent communication among workgroups, decision-making and to hold partners accountable for meeting performance goals and milestones.	<ul style="list-style-type: none"> • What is the governance or decision-making structure for the entire planning process? • Do partnership agreements for the planning and /or implementation process align with priorities? What is your strategy to address revised commitments? • What plan of action is in place to maintain partnership engagement? • What is your strategy for holding partners accountable for meeting goals and milestones? • Who is responsible for partner development, management and strategic alliances?

<p>MESSAGING AND COMMUNICATIONS: Communicate clearly and regularly with the community, other stakeholders, and funders to build support for the shared vision and Transformation Plan. Develop a clear, succinct message about what it means to be a neighborhood of neighborhood, how people can get involved, and what the results will be. Use your communication strategy to document your successes and build support for the Transformation Plan. Ensure you have a common strategy that represents the needs of all people in the neighborhood.</p>	<ul style="list-style-type: none"> • How does your communications strategy build support for major milestones in your planning process? • Who are your audiences, and what range of communication methods have you selected to match these audiences? • How will you brand your Choice Neighborhoods' vision? • How do you explain how you are building on previous or existing local efforts and how do you distinguish this planning process from previous efforts that have not worked? • How can you use your communications strategy to document your accomplishments in real time and build support?
<p>EARLY AND ONGOING ACCOMPLISHMENTS: Carefully determine, design and implement early and ongoing accomplishments (i.e. projects) that will result in fostering resident and community engagement, involvement and interest throughout the planning process.</p>	<ul style="list-style-type: none"> • What are the immediate challenges, real and/or perceived? • Can you identify five potential activities that can be implemented within the first three months of the 24 month planning process? • What leveraged funds have you identified that can be used to established short-term projects in support of resident and community engagement? • How will you engage and maintain the residents and the community's level of participation and interest, in the planning process and beyond?
<p>COMPREHENSIVE STRATEGIES – Housing, People, and Neighborhood: Use the neighborhood needs assessments to select and prioritize strategies that will have the most impact on the neighborhood by addressing the critical gaps and building on the strengths. Develop a strategy that builds on the synergies between the Housing, People and Neighborhood strategies. Ensure that these three core goals combine and reinforce each other to achieve the expected, measurable results of the Transformation Plan.</p>	<ul style="list-style-type: none"> • What evidence base and successful examples inform the development of core strategies? • How will you prioritize and make decisions about which strategies become central to the Transformation Plan? • <i>Neighborhood:</i> What is the biggest challenge and opportunity in your neighborhood? Some areas to consider: housing/vacant land in the surrounding neighborhood; commercial areas; physical connectivity to jobs and amenities; relationships between HUD-assisted housing residents and other residents of the neighborhood; capacity of neighborhood-based civic organizations; public safety; school performance. • <i>Housing:</i> Which strategies will most effectively support the success of mixed-income housing in the neighborhood, including market rate? Which strategies will most effectively improve housing choice and stability for original residents of the HUD-assisted housing?

	<ul style="list-style-type: none"> • <i>People:</i> Which strategies will most effectively improve the coordination, quality and impact of existing supportive services for families? How do these strategies work together to improve education, employment, health outcomes among child and adult residents of the HUD-assisted housing?
<p>DATA SHARING AND MANAGEMENT: Use data to inform decision-making and managing partners. Plan, build, adapt, or expand a comprehensive data management system, while abiding by Federal, State, and other privacy laws and requirements, for all individual, household, and neighborhood indicators.</p>	<ul style="list-style-type: none"> • How will you use data to inform your decision-making and plan development and make mid-course corrections? • What are your preliminary plans for planning, building, adapting, or expanding a data system to track the indicators in your needs assessment and to monitor progress in planning and implementation? • How are you managing privacy requirements, e.g., HIPPA, in the collection of indicators for your needs assessment?
<p>SUSTAINABILITY: Ensure the strategies identified in the Transformation Plan are sustainable beyond the grant term. Develop a strong core of partners that will remain engaged after the term of the grant to ensure that activities implemented. Work with public and private agencies, organizations (including philanthropic organizations), and individuals to gather and leverage resources needed to support the financial sustainability of your Plan.</p>	<ul style="list-style-type: none"> • What sources and amount of funds do you believe will be necessary to implement the strategies in the plan? What are the potential sources of these funds? • How to will you braid a sustainable funding stream of public and private resources? • Have you sought out other existing resources, including public, private and philanthropic, to sustain your efforts? • What kind of leadership structure will be put in place on the front end that will ensure lasting momentum throughout planning and implementation? • How will you market and promote the plan to the public and potential funders?
<p>CAPACITY BUILDING AND TECHNICAL ASSISTANCE: Identify capacity-building strategies that will benefit your organization and partner organizations in preparing to develop and implement the plan. Create a capacity-building plan and budget that includes, but is not limited to, HUD-sponsored training and technical assistance. Participate in a peer network to exchange information, tools and lessons that improve your work.</p>	<ul style="list-style-type: none"> • What is your process for assessing your group's capacity-building needs on an ongoing basis? • Who are the main audiences for capacity-building efforts – your own organization, neighborhood organizations, and resident groups? • What types of technical assistance would be most beneficial – consultation with an expert practitioner with national experience, site visit to peer organizations in your region or another part of the country, conferences/trainings? • What other communities are you or your partners connected to that are doing work of particular relevance to you?